Evolution of Indian Management Thought

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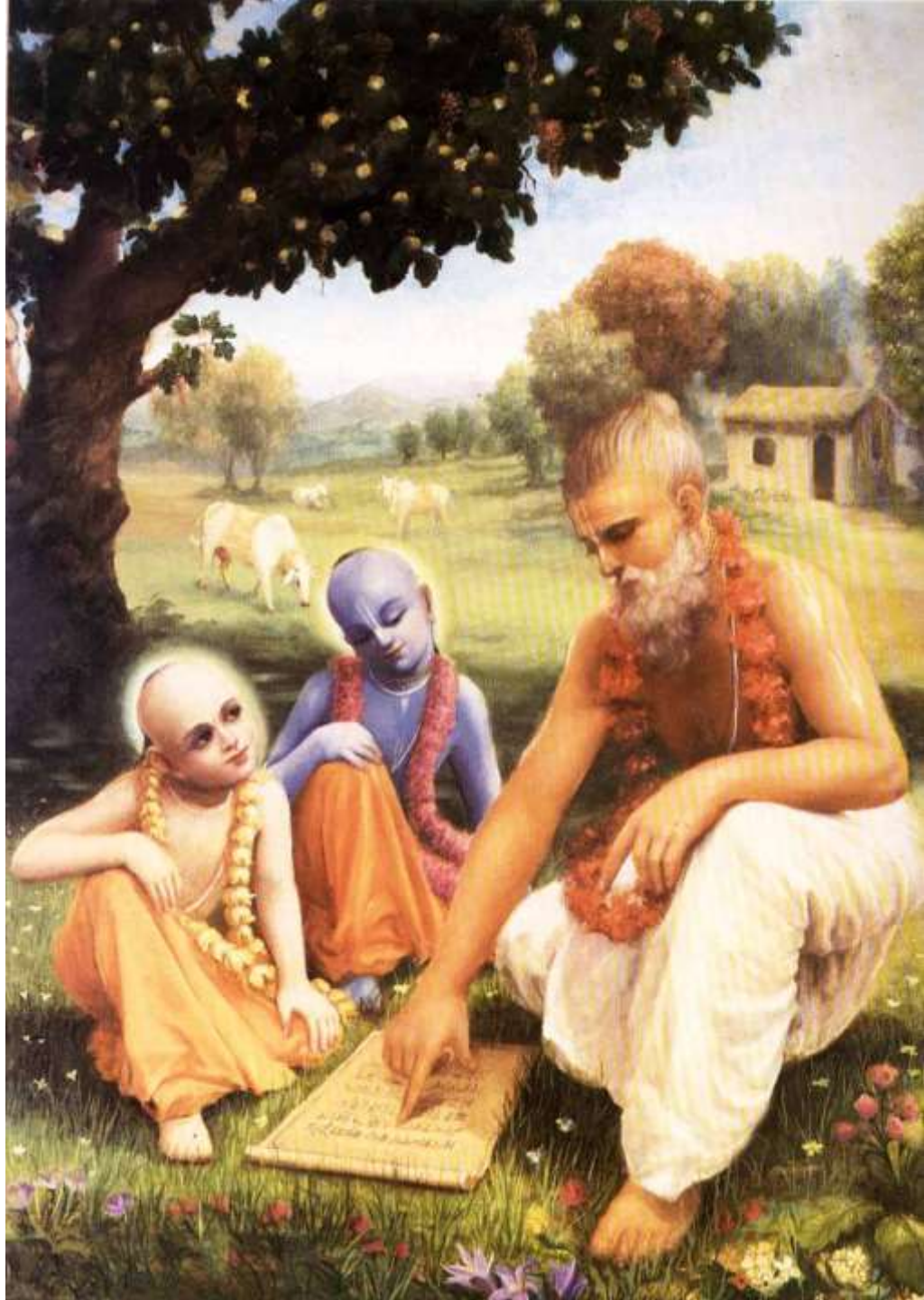
Indian Ethos

- Ethos is a set of beliefs, ideas, thoughts, rituals and customs about social behavior and relationship of a person or group.
- Indian Ethos refers to: Self Management and Governance of Society or system by wisdom or philosophies of Vedas, Upanishads, Puranas and other listed Scriptures.



Features of Indian Ethos

- **Divinity of Human Behaviour** (Self)
- **Balance or Equilibrium** (Desire- Desireless, Subjective- Materialistic, Inner- Outer)
- **Balance of Personal** – Work life.
- **Establishment of Value System** (Sanatan values are: Honesty, Integrity, Love, Compassion, care and co-operation).
- **Atmane Mokshartham Jagat Hitaya Cha** (All works are opportunity for gaining Mokshya).
- **Archet Dana Manabhyam** (Respect to the Divinity within people).
- **Atmana Vidyaie Viryam** (To improve strength through Prayer, Spiritual reading, Unselfish work).
- **Yogah Karmashu Kaushalam, Samatvam Yoga Uchyate** (Who works with calm positive mind, achieves most).
- **Parasparam Bhavetantah Shreyah Param Bhavapsyathah** (Mutual co-operation, respect & fellow feelings leads to enjoy material and spiritual).
- **Tesham Sukham Tesham Shanti** (Infinite happiness & peace come who sees divine in all beings).
- **Paraspar Devo Bhava** (Regard the other person as devine being).

Steps to consider Ethos

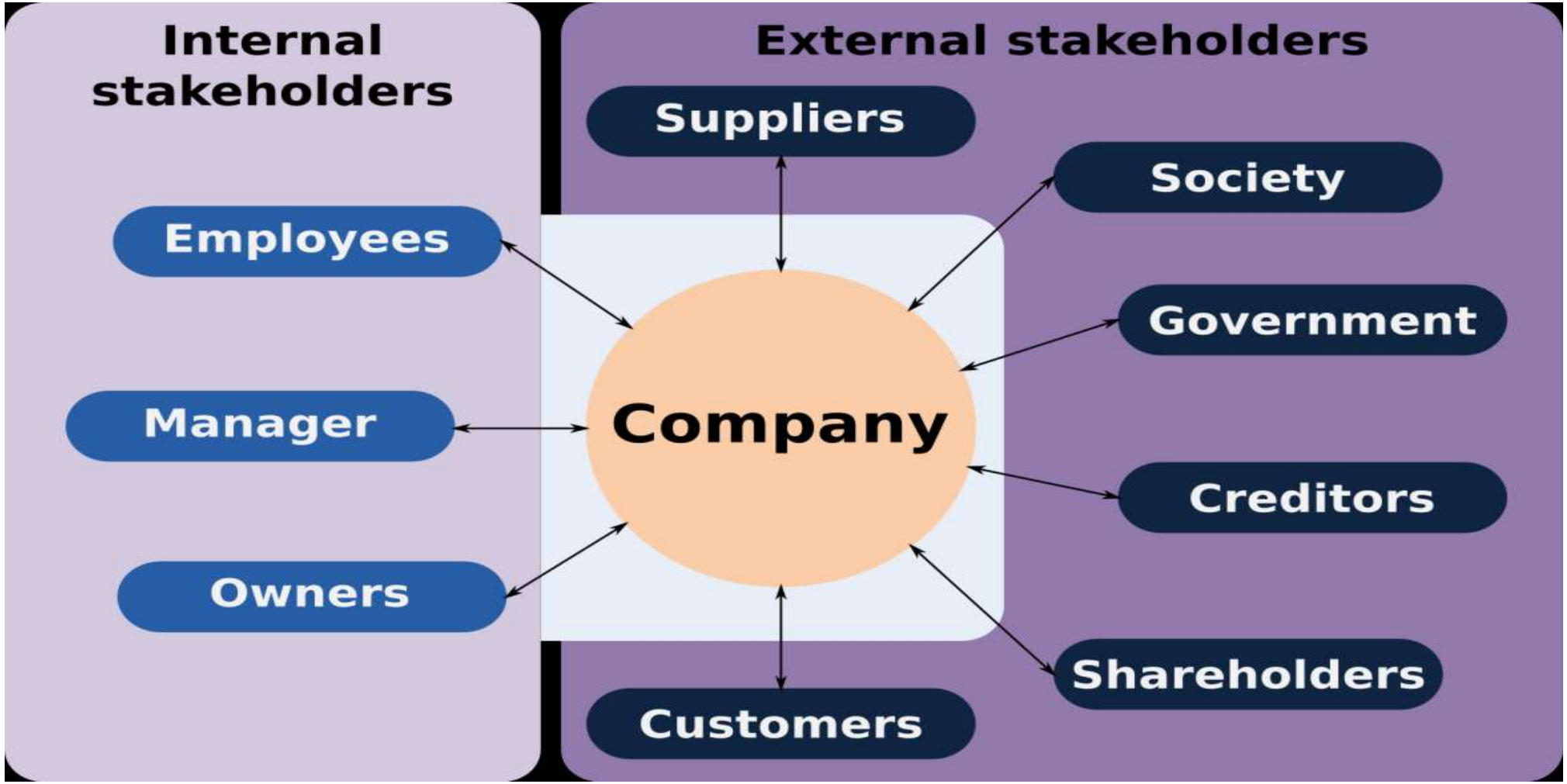
- Professionalism
- Respectfulness
- Dependability
- Dedication
- Determination
- Accountability
- Humility
- Idea innovativeness
- Discipline
- Work culture
- Facilitation

Values

- Important and lasting beliefs or ideas shared by members of a culture about what is right and wrong, desirable or undesirable.
- Values are guiding forces of person's behavior and attitude according to situations.

Stake holder value creation

बहुजन हिताय बहुजन सुखाय च (शाब्दिक अर्थ - 'अधिकाधिक लोगों के हित के लिए एवं अधिकाधिक लोगों के सुख के लिए')



Individual freedom

- भगवद गीता: अध्याय 18, श्लोक 63
- इति ते ज्ञानम् आख्यातम गुह्याद् गुह्यतरम् मया विमृशिष्यतद् अशेषेण यथेच्छसि तथा कुरु
- अनुवाद: इस प्रकार मैंने तुम्हें यह ज्ञान समझाया है, जो सभी रहस्यों से भी अधिक गुप्त है। इस पर गहन विचार करो और फिर जैसा चाहो वैसा करो।

Group Behaviour

- **ॐ सह नाववतु ।**
  सह नौ भुनक्तु ।
  सह वीर्यं करवावहै ।
  तेजस्वि नावधीतमस्तु मा विदविशावै ।
- **अर्थः** हे परमात्मा विद्यार्थी और शिक्षक दोनों की रक्षा करें, विद्यार्थी और शिक्षक दोनों का पोषण करें, हम दोनों ऊर्जा और शक्ति के साथ कार्य करें। हे परमात्मा विद्या प्राप्ति का सामर्थ्य प्राप्त करें और हमारी बुद्धि को तेज करें, हमें शक्ति दे कि हम एक दूसरे से ईर्ष्या न करें।

Indian System of Learning

- Learning is the measurable and relatively permanent change in behavior through experience, instruction or study. All living beings can learn.
- An individual's interaction with environment can also lead to learning. Hence the skills, knowledge, habits, attitudes, interests and other personality characteristics are all the result of learning.

Gurukul System and Learning

- Since more than 10,000 BC.
- Part of Guru's family or Vedic education system.
- It was an Ashram or place, where people who share the same value, lifestyle, discipline and live life as per the mandate of the teacher.

Feature of Gurukul System

(1) Objectives:

- Self control
- Development of Character
- Generation of social awareness & sociability
- Integral development of personality
- Self introspection and development
- Preservation of nature, knowledge and culture
- Providing subjective (inner) and materialistic (external) knowledge.
- Spiritual well being
- Perfect citizen and patriot
- Knowledge about warfare & weapon.

2. Curriculum of Gurukul Education: Vedic literatures, Vedangas, Hetu Vidyas, Shilpa Vidya, Yudha Vidya, Physical Education, Architecture, Politics and economics etc.

3. Methods or Instructions:

- Sravan (Listening)
- Manan/ Chintan (Deliberation)
- Nidhidhyana (Meditation)
- Illustration and Projects, etc

4. Duration of Education: Upto the age of 24 as Brhmachari. After that he/ she has to enter domestic life.

5. Role of Guru (Acharya):

- Share knowledge & molding the character & personality of pupils.
- Acts as father, teacher, philosopher, mentor.
- He maintains discipline and honesty.
- Perform the functions of householder and performing five yagnas.

6. The Pupils (Sishyas or Brahmacharis): Calm, Patience, Self restrained, Self denying Free from passion, Rational, Individual, Full of Universal affection. Brahmacharya, etc.

7. Methods of Study: As per curriculum

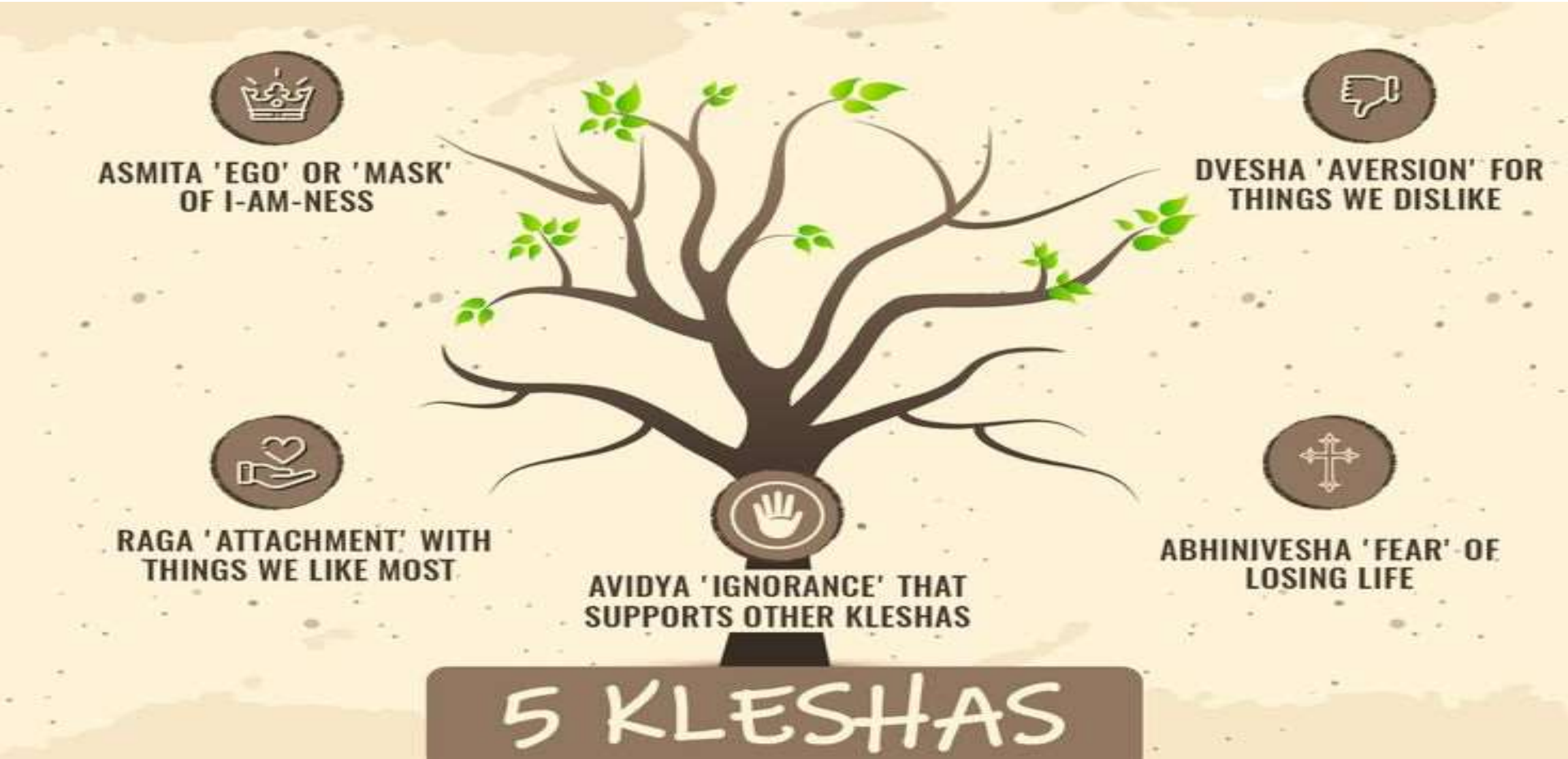
8. Self control and Self discipline

9. Wide spread education of woman

10. Character building and Self realization

11. Guru Dakshina concept: At the end of their training, the sishya thanked the guru by giving Guru Dakshina or offerings to the Guru

According to Sri Krishna


ASMITA 'EGO' OR 'MASK' OF I-AM-NESS
DVESHA 'AVERSION' FOR THINGS WE DISLIKE
RAGA 'ATTACHMENT' WITH THINGS WE LIKE MOST
ABHINIVESHA 'FEAR' OF LOSING LIFE
AVIDYA 'IGNORANCE' THAT SUPPORTS OTHER KLESHAS
5 KLESHAS

Yoga: Connection of lower self with Higher Self

- Paths of Yoga (Bridge between individual consciousness and universal consciousness). Lord Krishna emphasizes:
  - **Gyana Yoga:** Path of knowledge, wisdom, introspection, and contemplation, a yogi can be motivated through- reading, understanding, thinking, discussing, debating, and contemplating.
  - **Bhakti Yoga:** Path of devotion, emotion, love, compassion and service to the ultimate Truth & goes to a blissful state.
  - **Karma Yoga:** Path of action without considering self benefits or doer attitude, devoted to the ultimate Truth and doing it effectively and fully consciously.
  - **Raja Yoga:** Path of meditation to iradicate the unnecessary thoughts from the mind & enrich inner strength.

Benefits of Yoga:

- Stress relief
- Inner peace
- Weight management
- Increase strength, flexibility and balance
- Correct body posture
- Improves focus and concentration
- Sound sleep

Theism

- Believe in One God
- God in Many forms
- Worship
- Service and Donation
- Knowledge and Karma
- Self Realization
- Liberation

Karma

- Sanskrit word “Kri” = to do or action.
- Infinite chain of result is called Karma
- Karma is defined in Vedas and Upanishads.
- Karma can be performed in four ways:
  - Through thought
  - Through right attitude and words
  - Through our actions we perform
  - Through others perform under our instructions.

4 Kinds of Karma

- *Sanchita karma*: All the Karma we've accrued from all our previous lives.
- *Prarabdha karma*: That portion of our karmic backlog destined to play into our present lifetime.
- *Kriyaman karma*: The fresh karma we produce in this lifetime.
- *Agama karma*: Our future plans that we haven't done—the karma produced by our thought patterns.

Niskama Karma	Sakama Karma
Psychological energy conservation	Psychological energy burn out
Reactionless, Steady action	Reactive, erratic action
Perfection	Success
Inner autonomy	Dependence on praise
Freedom	Bonding
Socio-economically appreciated	Socio-economically questioned
Work commitment	Reward commitment
Work as worship for excellence	Comparative revelry for excellence
Mind enrichment	Job enrichment
Leads to Yoga with the transcendent higher Self.	Leads to Biyoga with the transcendent higher Self.

Laws of Karma (Every Action= Reaction) 12 Laws

1. “As you sow, so shall you reap” (Whatever one puts out into universe, will come back to them).
2. Law of Creation: What is there in Universe, that is there within you.
3. Law of Humility: We can’t change anything, rather one must accept something in order to change it.
4. Law of growth: Where ever you go, there you are. It is we, who must change and not people, places or things around us.
5. Law of Responsibility: We mirror, what surrounds us and what surrounds us, mirrors us. This is a universal truth.
6. Law of connection:
   - Past, present and future are all connected.
   - Each step leads to next step and so on.
   - All are connected with common source.

Laws of Karma (Every Action= Reaction) 12 Laws

7. Law of Focus: One can't think of two things at the same time.

8. Law of Giving: If one believes something to be true, then something in their life will be called upon to determinate that truth.

9. Law of Here & Now: Old thoughts and behavior and dreams prevent us from having new ones.

10. Law of Change: History will repeat itself until we change.

11. Law of Patience and Reward.

12. Law of Significance and Inspiration:

- Nothing is personal deed, but effect to the world.

Preya Shreya Doctrine

- The Preya and Shreya doctrine is a teaching from the Katha Upanishad that explains the difference between the pleasant and the good, and how these two things lead to different goals:
- **Preya:** Means something that is pleasing to the senses, and leads to temporary ego satisfaction. The path of preya is easy but transient, and can trap people in a cycle of births and deaths.
- **Shreya:** Means something that is good for the Atman, and leads to long-term fulfillment and self-realization. The path of shreya is difficult but eternal

Paap- punya

- The consequences of paap and punya are that they must exhaust themselves to produce their results. For example, if someone causes suffering or unhappiness to others, they have committed a sin and acquired bad karma, also known as paap. On the other hand, if someone provides comfort and security to others, they can gain good karma, also known as punya.
- **Paap:** A sinful act or karma that can be a transgression, wrongdoing, or misdeed. Paap can be considered to be a karma that takes a person away from spirituality.
- **Punya:** A good act or karma that can be a pleasant karmic matter produced by good activities of the mind, body, and speech. Punya can be considered to be a karma that elevates a person on the path to a better spiritual life.

Swarga, Narka& Vaikuntha

- **Swarga:** A realm beyond the physical world where a jivatma temporarily resides to enjoy the fruits of its good deeds. Swarga is presided over by Indra and is perishable, being destroyed during a deluge.
- **Narka:** A place where one suffers temporarily because of their bad deeds. Narka is also known as Hindu Hell.
- **Vaikuntha:** The highest realm above the fourteen lokas (worlds), and the place where the devotees of Vishnu go upon achieving liberation. Vaikuntha is eternal

Theory of rebirth and yonis

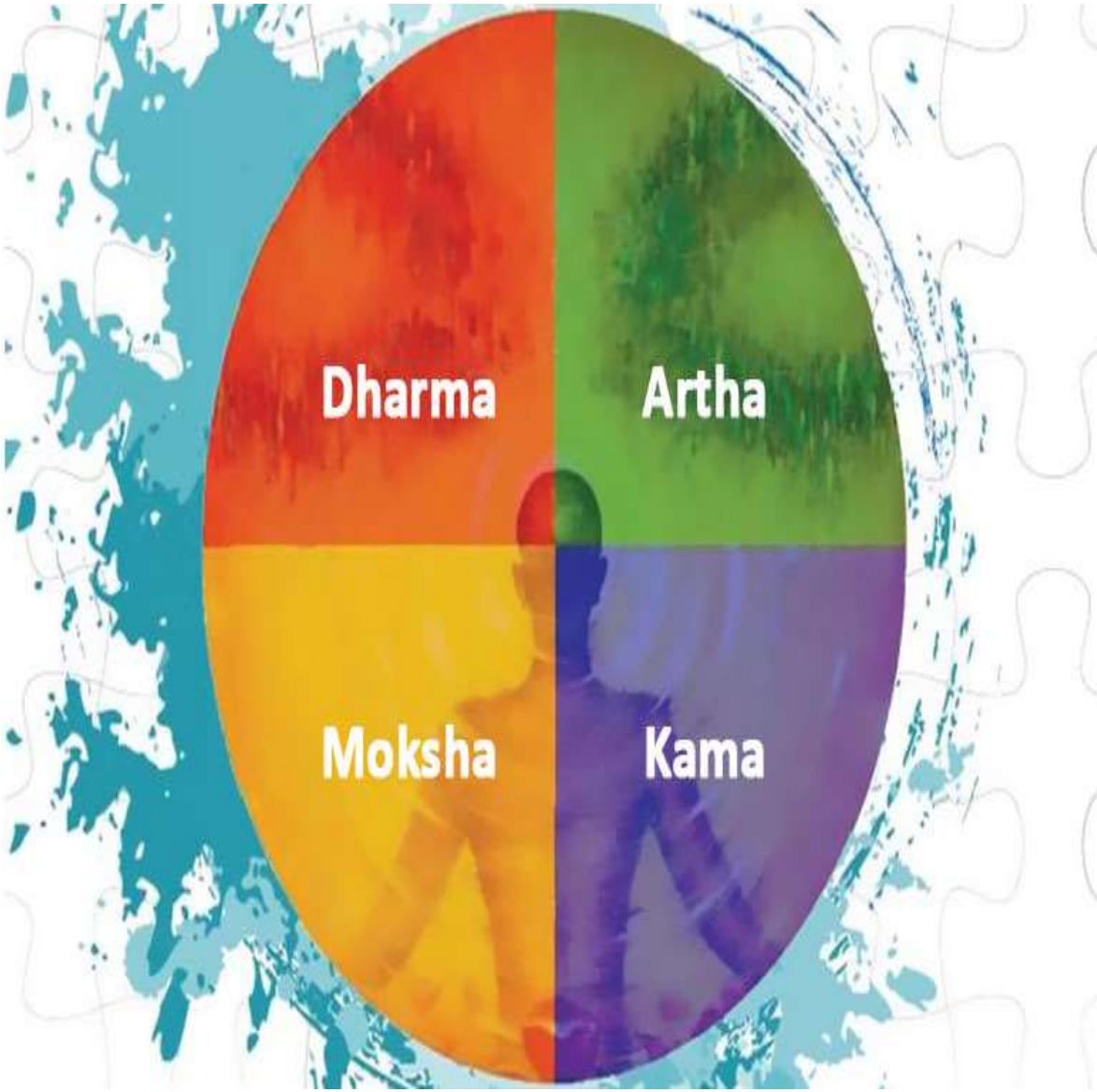
- The theory of rebirth and 84 lakh yonis is a Hindu belief that there are 8.4 million (84 lakh) types of bodies that a soul can inhabit after death. The Bhagavad Gita says that the soul gives up an old body to acquire a new one, similar to how someone puts on a new shirt instead of an old one.
- The 84 lakh yonis can be divided into four main classes:
  - **Jarayuj**: Humans and animals born from a mother's womb
  - **Andaja**: Animals born from eggs
  - **Swadej**: Small animals produced from excreta, urine, sweat, etc.
  - **Udbhaja**: Creatures born from the earth

Guna Theory

- Guna theory is an ancient Indian philosophy that explains how the interplay of three fundamental forces, or gunas, influences an individual's personality, values, and actions:
- **Sattva guna** represents the qualities of goodness, purity, positivity, truth, serenity, balance, equality, peacefulness, and detachment.
  - Eat sattvic foods, Be physically active, Find a work-life balance, Practice spiritual activities, Develop a sense of gratitude
- **Rajas guna** represents the tendency for activity, energy, motion, passion, stress, segmentation
  - Avoid deep attachments and desires, over exercising, over working or over stimulation and excessive consumerism.
- **Tamas guna r**epresents the quality of ignorance, reverse knowledge inactivity, dullness, or lethargy.
  - Avoid tamasic foods, avoid overindulgence, practice yogasanas, reduce your sleep.

Four Purusharthas

- **Dharma:** Hold Moral life, Duty or ethics (Learn, Knowledge, Ethos, Wisdom, Morality, Duty, Law and Justice)
- **Artha:** Income or wealth, Achievement of rewards, resources and wealth and accumulate them.
- **Kama:** Consumption, Emotional fulfillment, Pleasure, Desire fulfilment, need accomplishment.
- **Moksha:** Self actualization, freedom from bondage, Liberation, Back to roots.



Nishkama Karma Theory

- **Nishkama Karma:** Self-less or desireless action, is an action performed without any expectation of fruits or results, and the central tenet of Karma Yoga path to liberation.

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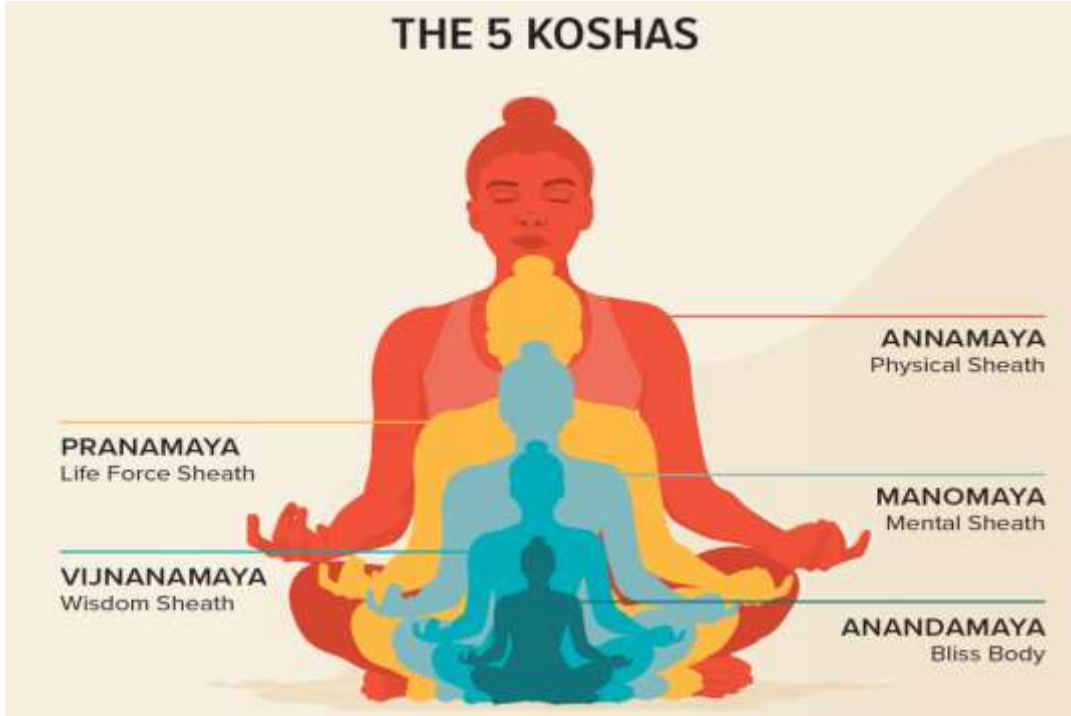
- **Meaning:** You have the right to perform your actions, but you are not entitled to the fruits of the actions. Do not let the fruit be the purpose of your actions, and therefore you won’t be attached to not doing your duty.

Theory of Koshas: (Different Consciousness)

- Personality is the sum total of ways in which an individual reacts & interacts with others
- The deeply integrated and relatively enduring pattern of thought, feeling and behavior.
- Personality is based on Heredity, Environment, and Situations.
- Five layers of Personality:
  - Annamaya- Physical body
  - Pranamaya- Life body
  - Manomaya- Mind body
  - Vigyanamaya- Intellect body
  - Anandamaya- Blissful body



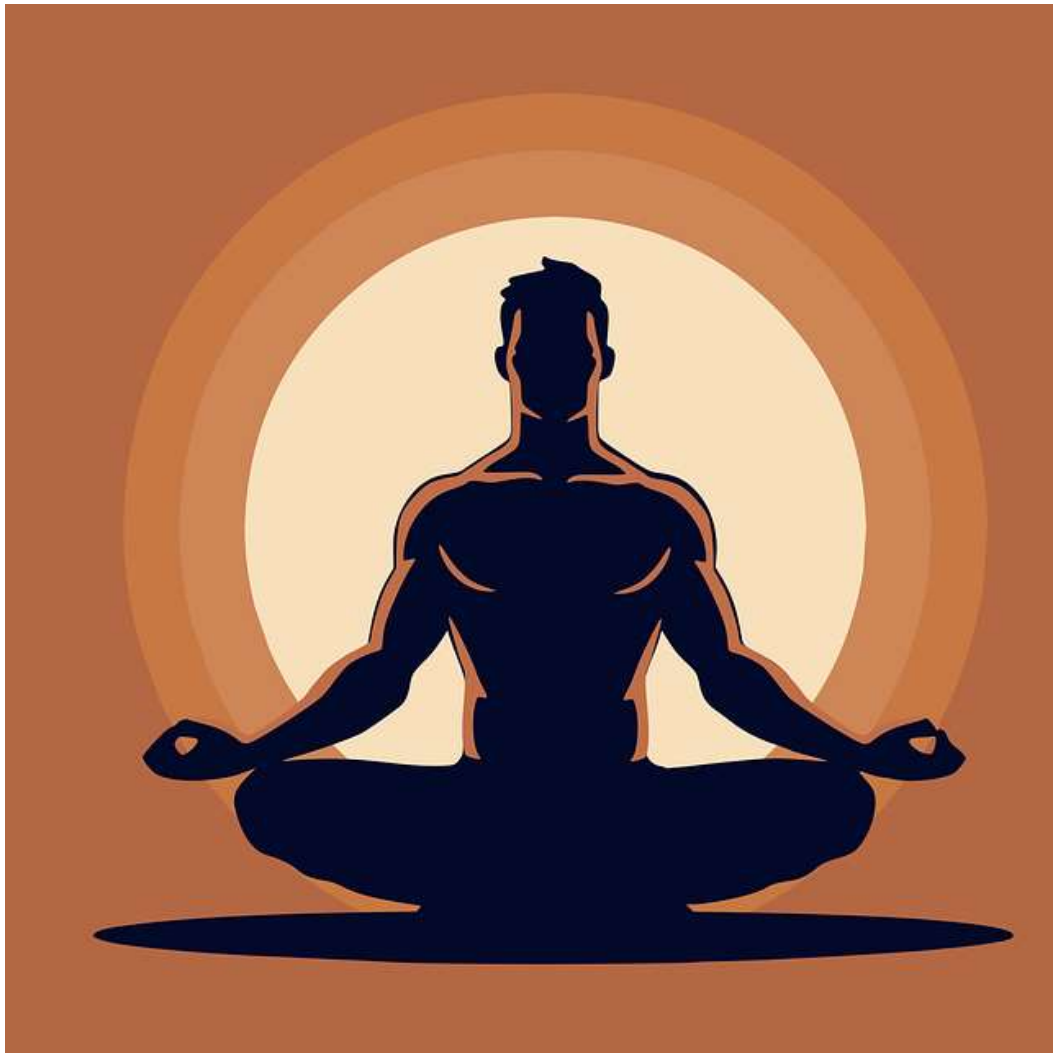
Different Consciousness Realization

Vyama and Asana	Annamaya Kosh
Pranayama	Pranamaya Kosh
Svadhyaya and Manan	Manomaya Kosh
Dhyana and Love	Vigyanamaya Kosh
Samadhi	Anandamaya Kosh

Theory of Seven chakras

Meditation (Peace of Mind and Body):

- Mantra Meditation
- Name chanting Meditation
- Yoga Meditation
  - Yama- Self control
  - Niyama- Self regulation
  - Asana- Physical postures
  - Pranayama- Regulating life force
  - Pratyahara- Withdrawing mind from destruction
  - Dharana- Concentration
  - Dhyana- Meditation or intensive concentration
  - Samadhi- Realization
- Vipasana Meditation
- Mindfulness Meditation
- Anahat Meditation
- Guided meditation



The Theory of Rina

- **Dev Rin (debt to the Deities):** Debt towards air, water, sun, fire, food, vegetation, living beings, and nature.
- **Rishi / Guru Rin** (**debt owed to the Sages):** Debt towards grate rishis or sages, their discoveries, inventions, contribution of knowledge by following their path.
- **Pitri Rin** (**debt owed to one's ancestors):** A human being is born indebted to his parents and ancestors as they have propagated their lineage and are the cause for birth.
- **Bandhav Rin (debt owed to one's friends):**
- **Samsara Rin (debt owed to one's Society or Nature):**

(Saam- Dam- Dand- Bhed) Technique of Motivation

- Sam Neeti: Verbal communication is the first approach through operating procedure to motivate.
- Dam Neeti: Motivation through cash or kind.
- Dand Neeti: Negative reinforcement or punishment for forceful motivation.
- Bhed Neeti: Gun pointing and forcing, by Hook and Crooke.